



Taking Care of Families

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Marine and Family Programs
Division (MF)

“Keeping Faith”



CMC Guidance

“As an institution, we understand that Family Readiness is a key element of overall readiness and combat effectiveness. We have significantly expanded and enhanced our Family Readiness programs over the last decade to meet the challenges of frequent deployments, but some of our past practices will have to change in an era of fiscal austerity. In order to maintain the high standard of family support we have today, we will evaluate our programs and develop a plan with a bias toward decentralizing decision-making and resource allocation.”

*General J. Dunford, 36th CMC
Commandants Planning Guidance*



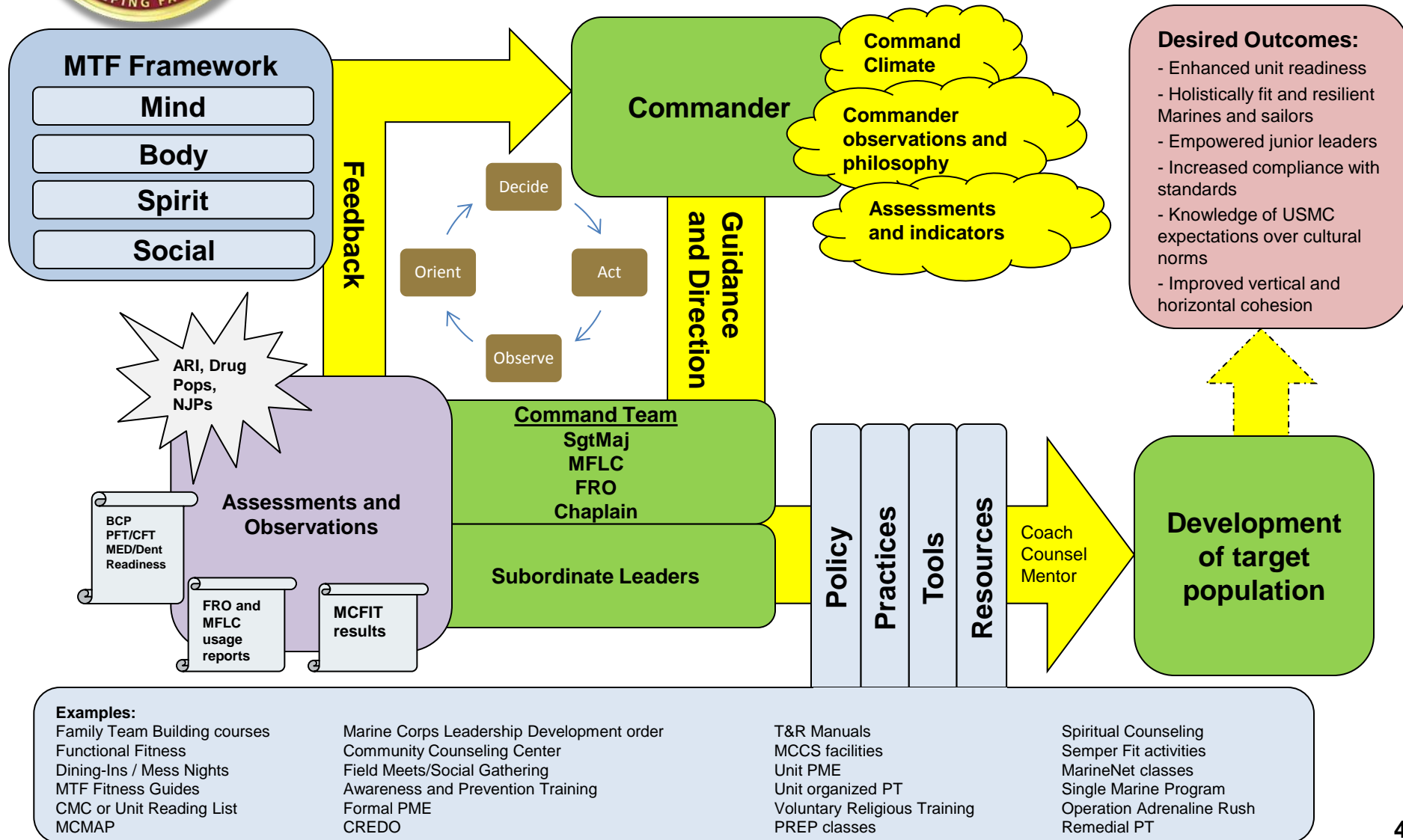
Purpose

- Provide an overview of how Family Readiness and the variety of installation resources available that help support Family Readiness for Marines, Sailors and Families fits into the Marine Total Fitness organizational construct
- Family Readiness Fiscal Reality
- Provide guidance on how to develop and provide a Family Readiness program with or without a full-time funded FRO
- Provide guidance on Command Team Relationships
- FRO management
- MFLC Overview

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Marine Total Fitness Concept and Relationship to Family Readiness





Strengthening Relationships

Roles/Responsibilities

Institution

- Sustain or develop policies, programs, practices, tools, and resources to support development along MTF cords
- Integrate the MTF concept into existing leadership doctrine
- Train and educate on MTF framework across the training curriculum

Unit / Leadership

- Establish command climate
- Balance application based on time, risk, and resources
- Implement leadership development program
- Train, educate, and empower junior Marines
- Develop horizontal and vertical cohesion

Individual

- Maximize the application of core leader functions (strengthen, mitigate, identify, treat, reintegrate)
- Apply leadership principles and traits
- Enforce regulations

Relationships are the center of gravity



Family Readiness Program Historical (2008-2013)

Program:

- Command Screened LtCol/Col only requirement; expanded to GO Level
- Special Staff Officer reporting to Commander with “Direct Care to families” mission
- UPFRP expanded to over 420 FROs. Funding and population has dropped consistently since 2012.

Funding:

FY08	FY09	FY10	FY11	FY 12	FY 13
\$42M	\$40M	\$33.5M	\$33.5M	\$25.4M	\$21.5M

- 2008-2012: OCO/GWOT Funding supported the UPFRP
- APF remainder of FYs

Objectives:

- Relieve family stress associated with deployments
- Reduce volunteer requirements to support unit activities
- Underpin UPFRP with family readiness training for all units; FRO focus on direct care for families
- Professionalize workforce
- Serve spouses, parents, children and significant others

Issues:

- Truncated planning processes used for expeditious start up
- Wide availability of GWOT funding
- Volunteer management
- Change management
- Marines responsible for family readiness; Commanders accountable for program execution

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Present (2014 – 2015)

Program:

- POM-15 Memorandum initiated FRO reduction with priority to OPFOR units
- FRO Training available at all installations (Classroom and on line training access)
- Performance metric tracking – data tool available to track Family Readiness trends and impact
- Commanders (Installation and OPFOR) responsible for FRO Apportionment and resource allocation

Funding:

FY 14	FY 15	FY 16
\$28.7M	\$24.0M	\$14.1M

FY 14: 380 FROs

FY 15: 315 FROs

FY 16: # determined by Commanders and need

Objectives:

- FRO staffing reductions governed by affordability
- Impacts of reductions monitored through data tool
- Family Readiness Program focused on Marines and families; resources for all

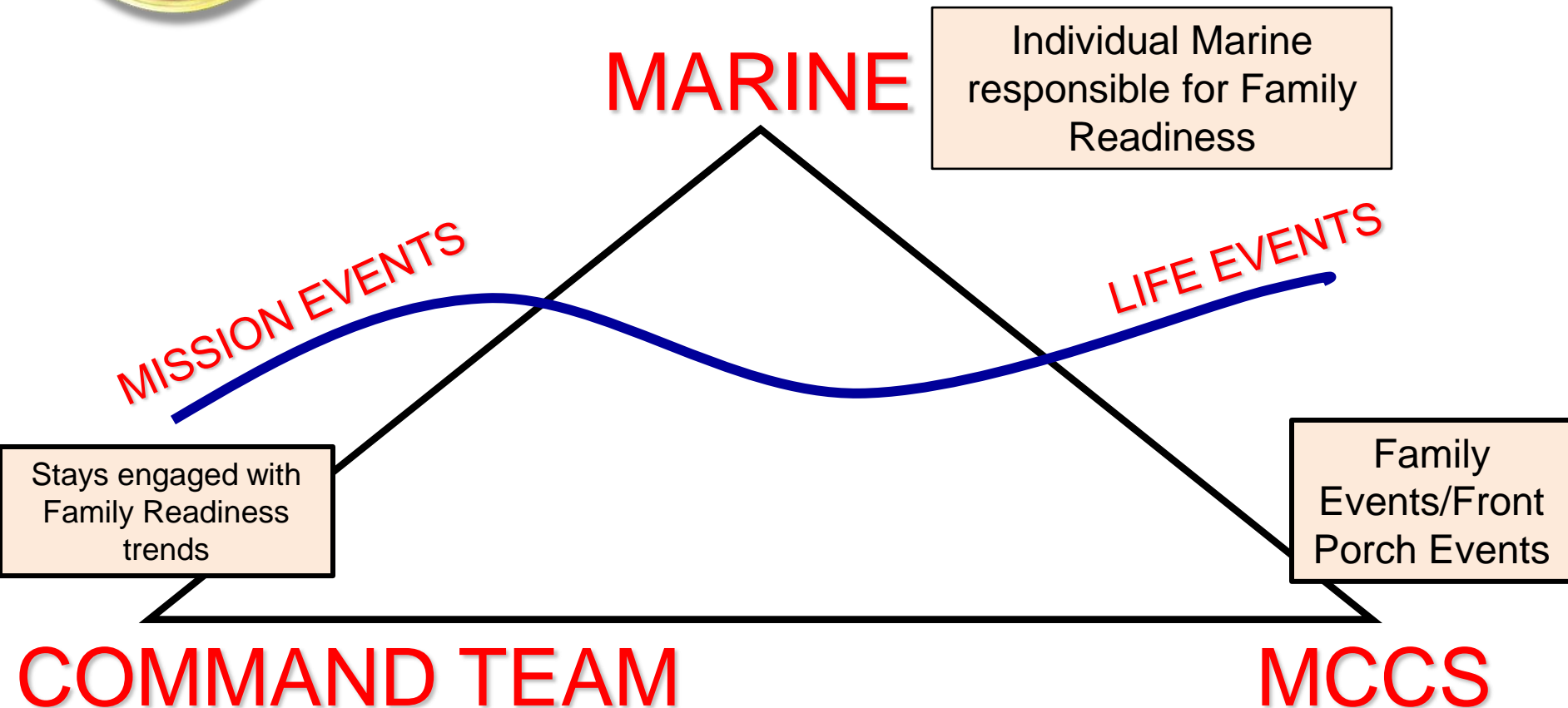
Issues:

- Long term relationship with MCFTB and all installation programs; MCFTB supports the FRO program
- Access and availability for commander/unit requirements
- Change management/Where is my FRO?
- Collateral duty FROs: will require more training and program oversight

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Family Readiness Concept



“YOU CAN DO IT, MARINE... WE CAN HELP”

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What is Family Readiness?

Family Readiness

Family Readiness is about:

- Promoting and advocating the Unit, Personal and Family Readiness Program with support from Marine Corps Family Team Building and other installation resources
- Understanding that combat readiness is directly linked to personal and family readiness

Desired Outcome:

- A ready and resilient Marine, Sailor and family
- Increase in Combat and Unit readiness
- Marines & Families are aware of all resources available to support Family Readiness
- Ability to recognize challenges

Identify your resources:

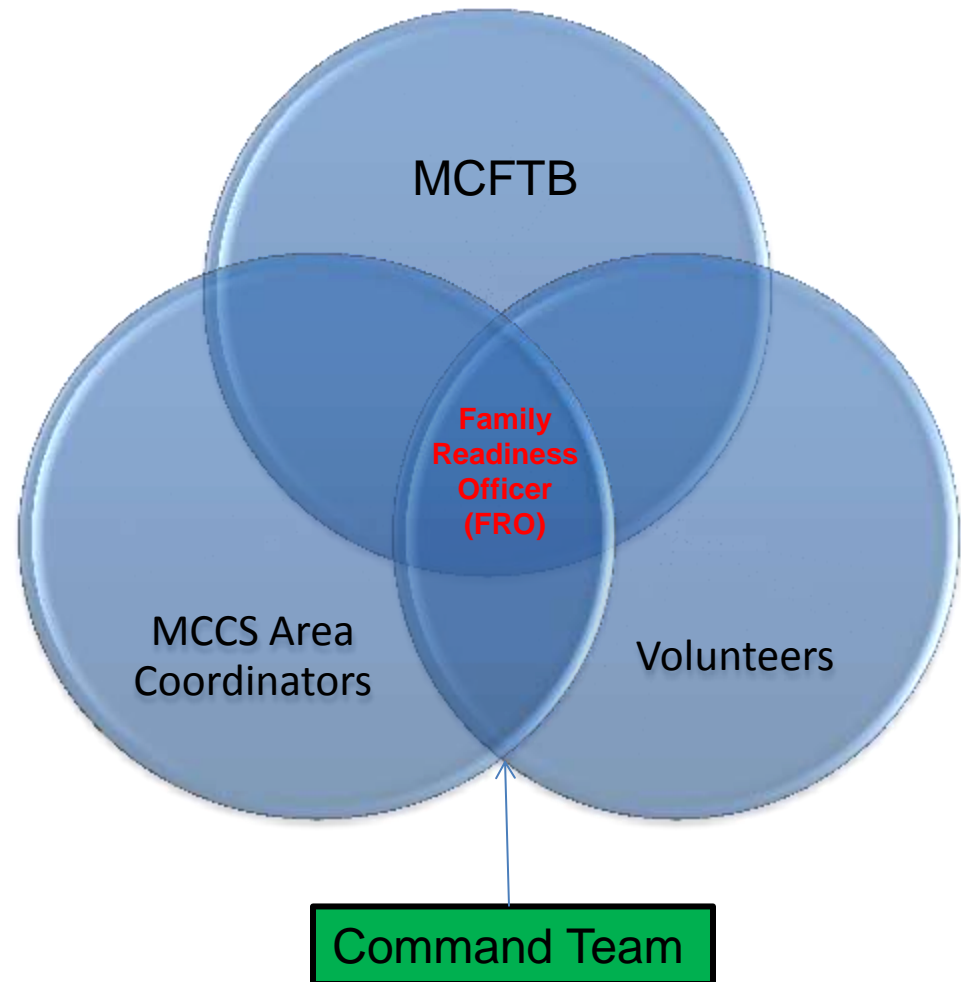
- Resources within the Command Team and Unit
- Resources within the installation
- Resources within the local community

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FAMILY READINESS PROGRAM RELATIONSHIPS

- **Concept:** Integrated staffing and program delivery model; supported/supporting relationship
- **FROs:** Hub of UPFRP with support from MCFTB, MCCS program staff and unit volunteers
- **MCCS:** Offers standardized Marine and family support training (MCFTB trainers), reach back to extended MCCS programs (over 80 programs), and unit recreational event planning/support (MCCS Area Coordinators)
- **Volunteers:** Volunteers augment unit and installation Family Readiness Programs; volunteer service hours increase community capacity; Marine Corps Order has created a more structured relationship
- **Marines and families:** Responsible for personal and family readiness
- **Commanders/Command Team:** Accountable for UPFRP and overall Family Readiness program within their unit. Command Team key to identification of trends.



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Resources Available: Unit, Installation, and Medical

There is no wrong door

Support within the Unit	Installation Support		Treatment
<ul style="list-style-type: none"> • FRO • MFLC • Chaplain • Command Team • Flight Surgeon • Volunteers • MEF Prevention Assets • OSCAR Team Members 	<ul style="list-style-type: none"> • MCFTB • DSTRESS Line • FOCUS • New Parent Support Program • Navy Marine Corps Relief Society • Personal and Financial Counselors • Drug Demand Reduction 	<ul style="list-style-type: none"> • Information & Referral • CREDO • EFMP • EEO • SACO • NLMB Oscar Mentors • School Liaison Officer • UVA SARCs 	<ul style="list-style-type: none"> • Medical Treatment / TRICARE • Community Counseling • Substance Abuse Counseling Center • Family Advocacy • Military OneSource

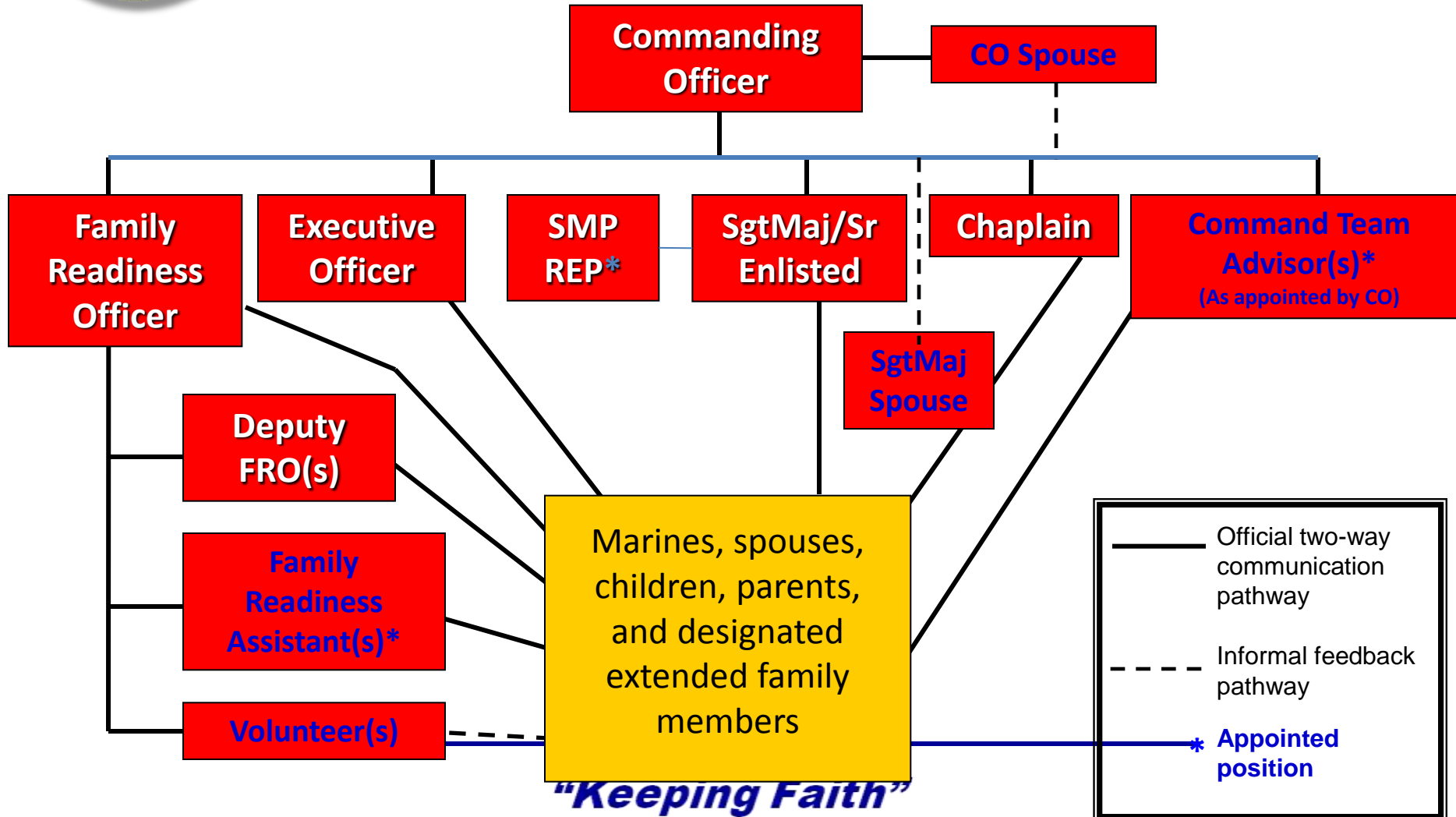
UNIT – INSTALLATION SUPPORT – PREVENTION/TREATMENT

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Family Readiness Command Team

Family Readiness Command Team Leadership





FRO-types

- Two types of FROS:
 - Funded
 - Collateral Duty
- Differences:
 - Funded FROs are civilian NAF-4 personnel employed to address unit Family Readiness issues
 - Collateral duty FROs are active duty and may have another job to do; focus is not necessarily on Family Readiness issues
- Your interaction with the FRO is a relationship built between the Commander and the FRO
- It is a relationship built over time, with shared vision and commitment to unit Marines and their families



Family Readiness Officer Role

- Family Readiness Officer (FRO)
 - A special staff officer (Non-appropriated fund (NF-4) civilian employee) reporting directly to the Unit Commander
 - Coordinates and manages the Unit, Personal and Family Readiness Program (UPFRP) for the unit
 - Complements small unit leadership
 - Proactive Family Outreach/Family Support (Direct Care)
 - Primary Point of Contact for communication, information and referral for the Unit Marines/Sailors and their Families
 - Key Point of Contact for Volunteer Management
 - Coordinates and manages all Family Readiness events
 - Maintains close coordination with Single Marine Program Unit Rep
 - Maintains a supported/supporting relationship with MCFTB and other Family Readiness programs on the installations



What to look for in a FRO

- Background and diversity: Can the FRO see the world from other perspectives? What kind of experience do they have which makes them capable of relating to unit members and families?
 - Do they get along with all kinds of people and are they approachable?
 - What skill sets do they bring to the organization? Do they understand military organization and chain of command? Can they write and edit a unit newsletter?
 - Can they accomplish the program objectives of information and referral and research?
 - The Commander needs to ask themselves: What do you want in a civilian FRO?
- Commitment/dedication?
- What are you as the Commander prepared to do to support your FRO? FROs expect the same kind of commitment and dedication.
 - Commanders are responsible for the Command Climate. The hiring process for a FRO should reflect careful thought: You need the right person for the job!



Commander's Objectives, Priorities and Vision

UPFRP Objectives & Priorities

Objective: The UPFRP will inform Marines, Sailors and families about the mission and tasks of II MEF, provide resources and referrals to appropriate agencies as required, and foster a sense of Esprit de Corps and resiliency among Marines, Sailors and family members of II MEF in order to promote unit readiness and combat effectiveness.

Priorities:

1. Sustain individual and family readiness in support of perpetual operational deployment readiness.
2. Execute the four program tenets and build relationships with Marine Corps Community Services and other supporting agencies.
 - Official Communication open two-way dialogue between the command and its Marines, Sailors, and families for information, rumor control, expectation management.
 - Information Resource and Referral Services: provide appropriate information and resources to match needs.
 - Readiness and Deployment Support: focus on maintaining accountability of deployed Marines and Sailors, educating and empowering families to help themselves and others during deployments.
 - Volunteer Management: harness the talents, experiences, and insights of family members.
3. Ensure timely dissemination of critical information to MEF single Marines, Sailors and their families.
4. Ensure effective training and education of Family Readiness Officers and Family Readiness Command Teams (FRCT).
5. Ensure outreach and develop opportunities for unit volunteers.
6. Promote healthy military family lifestyles.
7. Sustain quality of life for military families in an expeditionary culture and in a changing environment.



**COMMANDING GENERAL
II MARINE EXPEDITIONARY FORCE
Unit, Personal and Family Readiness Policy
17 July 2014**



With a well-deserved reputation as the premier expeditionary "Total Force in Readiness," the Marine Corps is tailored to answer the Nation's call, at home or abroad, quickly and efficiently. Additionally, Americans expect their Marines to be ready to respond when our country is threatened; thus the message for us is clear – be ready, always. I believe personal accountability is the cornerstone of every successful unit and I will hold every Marine and Sailor accountable for their individual readiness and for the readiness of their families. My end-state desired for the II Marine Expeditionary Force (MEF) Unit, Personal and Family Readiness Program (UPFRP) is assisting families to be capable of thriving during separations and time of crisis. This resiliency allows our Marines and Sailors to stay focused on mission accomplishment by knowing their families are ready. To help achieve this, the II MEF UPFRP will focus on four basic tenets:

- *Official Communication which maintains open two-way dialogue between the command and its Marines, Sailors and families to keep them informed and help eliminate rumors and uncertainty.*
- *Information Resource and Referral Services which provide Marines, Sailors and families with appropriate information and resources to match their needs.*
- *Readiness and Deployment Support which focuses on maintaining accountability of those Marines and Sailors who are deployed and educating families so they are empowered to help themselves and others during these deployments.*
- *Volunteer Management; harnessing the talents, experiences, and insights of family members by encouraging them to volunteer is an integral part of a successful UPFRP. Units shall develop strategies to help maximize these resources.*

Central to these four tenets is the individual Marines and Sailor. As stated in MCO 1754.9A, "The individual Marine is responsible for promoting opportunities to their family that ensure education, preparation and readiness against the inevitable mission and/or lifecycle events that may serve as detractors from family readiness." The II MEF UPFRP will focus on the individual Marine or Sailor – guiding, empowering, supporting, and resourcing – so each of our families are ready as one of our Nation's "first to fight."

Well-prepared and informed Marines, Sailors and families are the bedrock of strong units; strong units power the Commands and Elements that make up this MEF. I believe our best chance for success in battle lies in well-supported units which bring our expeditionary force capabilities to bear. I require leaders at all levels to be involved with their Marines and Sailors, ensuring we "take care of our own" by remaining cognizant of the personal and family readiness of those in their charge.

Our operational readiness and ultimate success in conflict is a direct result of our training and ability to sustain our unit, personal and family readiness. We must remain vigilant and ready to deploy for training or operations, confident those we leave at home have the skills and resources necessary to manage the stressors associated with military life.

For assistance, see your Unit Family Readiness Officer or for additional information, contact the II MEF Family Readiness Officer, Ms. Ann Morey, 910-451-4026, ann.morey@usmc.mil. More family readiness information can be found on <https://www.emarine.org>.

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Spouses: How do you fit in?

- CO or Senior Enlisted spouse encouraged to volunteer and mentor
- Embody the Commander's intent
- Advocate connections and cultivate partnerships in community
- Share best practices; encourage sense of community within unit
- Suggest and conduct social events for selected unit members
- Specific responsibilities
 - Mentorship; "We can do it" attitude
 - Professional relationship with other command team members & supporting agencies
 - Training – must comply with Personally Identifiable Information/Operational Security (PII/OPSEC) if they wish to participate in all unit functions and activities and make contacts with unit members
 - Assist in communication within the unit
 - Complements FRO activities, not in competition

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Volunteer Management

Volunteerism promotes social engagement within the Unit and the Marine Corps community!

Commander: Needs to Know	Benefits To Your Unit
Volunteers management is required per MCO 1754.9B (UPFRP MCO)	Supports the UPFRP
Part of FRO Mission	Creates opportunity for family members to participate with the unit
Differences between Appointed and Non-Appointed Volunteers	Builds camaraderie
Additional training for FROs on Volunteer Management provided by MCFTB	Continues the Marine Corps Legacy of Service
Volunteers are committed and engaged	

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Military Family Life Consultants Background

- Department of Defense Instruction 6490.06 establishes and implements counseling policies and responsibilities for counseling support
- Office of the Secretary of Defense funds and administers MFLC Program via Department of Defense-wide contract; Managed Health Network (MHN) and Magellan are contract providers; Zeiders Enterprises provides Personal Financial Counselors (PFCs)
- Program operational since 2004; restricted to installation MCCS program allocation until 2012; contract changes increased USMC MFLC allotment and unit level allocation beginning March 2013; USMC began utilizing PFCs beginning June 2014
- MARADMIN 075/13 amplified MFLC policies and implemented the Marine Corps MFLCs on installations and in units
- Current Policy 180 days rotation with approval for an additional 180 day extension upon request

Provided at no cost to the USMC

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Military Family Life Consultants Background

- Provides short-term, non-medical counseling services to service members and their families
- Brief Commander on current trends
- HQMC provides Commander with monthly activity report (OSD collects and disseminates utilization metrics: demographics, number of face-to-face sessions and the type of service offered) OSD requires an executive summary of trends and data be provided to Commanders; beginning in FY14
- Provides psycho-education to help Marines, attached Sailors, and their families understand the impact of deployments, family reunions following deployments and other stresses related to the military life
- Duty to Warn: Child abuse, domestic abuse and duty to warn situations services do not remain private or confidential

Can provide services on or off installations

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Questions?

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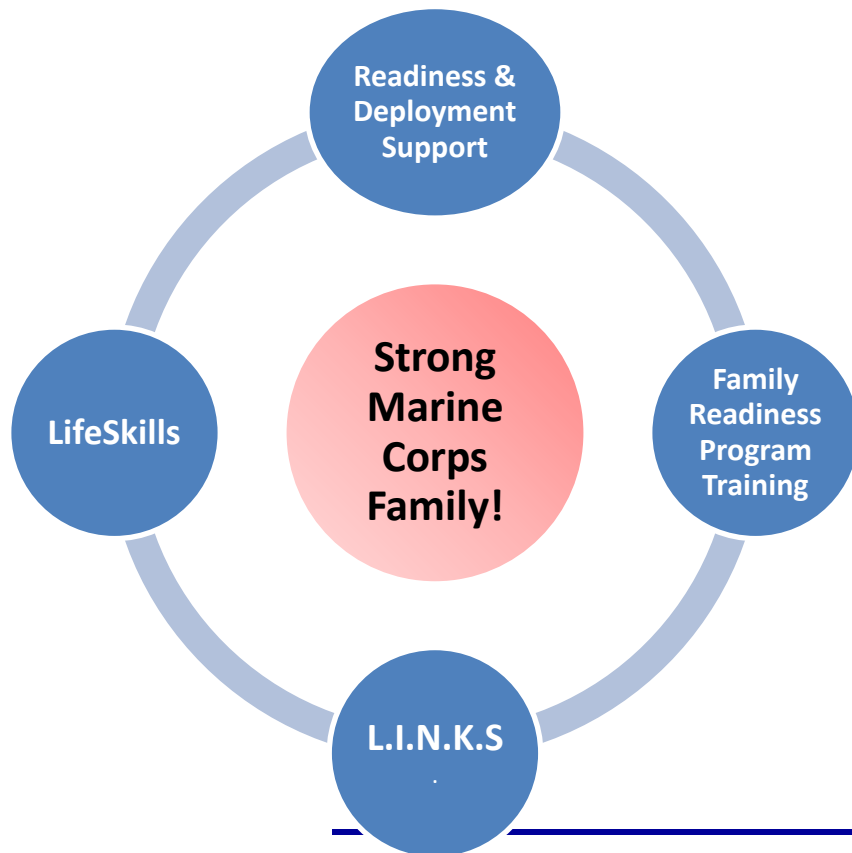


BACK UP SLIDES



Marine Corps Family Team Building (MCFTB)

MCFTB offers primary and secondary tier preventative education to Marines and their families along the lifecycle continuum.



- **Readiness & Deployment Support Training** – Pre, Mid, Post for Marines, families and children
- **Family Readiness Program Training** – Command Team Training, FRO Training, Advisor/Asst. Training & More
- **L.I.N.K.S.** – Marine Corps 101, foundational course that provides an introduction to the Marine Corps lifestyle
- **LifeSkills** – Covers wide spectrum of life competencies in areas such as communication, impact, relationship and wellness

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